

2020

Year in Review



LETTER FROM THE PRESIDENT & CEO

Welcome to our 2020 Value Report!

As we look back on the year, we like to reflect on our accomplishments. While we met all of our organizational goals, I believe the true test of an organization's success lies in how it manages through an unexpected crisis.

If 2020 did nothing else, it certainly tested Community Care Plan's foundation. I would argue that some of our most significant accomplishments were not on anyone's radar when the year began. The substantial and sudden impact of COVID-19 required us to transition to an entirely remote workplace with minimal warning or preparation. However, as usual, our team rallied together and we moved to a remote enterprise in a matter of a week. While we operated in that fashion for 11 months, we successfully met our operational metrics and maintained a strong, positive culture.

In mid-2020, we recognized the need for CCP to administer both medical and behavioral health

services in-house. Although this Herculean task was not originally scheduled for 2020 and was above and beyond the scope of our enterprise goals, the CCP team met the challenge. I am proud that we had the forethought to bring this more holistic approach in-house and that it will bear positive health outcomes for years to come.

It is also important to highlight a key milestone achieved that truly demonstrates our commitment to growth. Our ability to secure additional revenue streams with other large health systems brings not only top-line revenue but also ensures product line diversity and strengthens our value proposition.

Amidst a pandemic and with a fully virtual enterprise, I am proud that Community Care Plan continued to expand and by adding new services, was able to successfully transform our organization into a full-service health plan.



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- Jessica Lerner

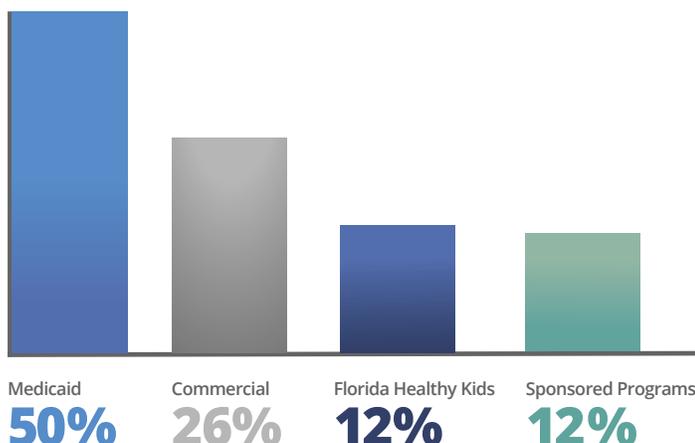
We strive every day to positively impact the health and wellness of those we serve.

ABOUT US

Community Care Plan (CCP), the health plan with a heart, was established in 2000 as South Florida Community Care Network and is owned by Broward Health (North Broward Hospital District) and Memorial Healthcare System (South Broward Hospital District). CCP serves members in Medicaid; Florida Healthy Kids; commercial, self-insured employee health plans; and sponsored programs. We maintain an accreditation status of Commendable by the National Committee for Quality Assurance (NCQA), and we are accredited by the Accreditation Association for Ambulatory Healthcare as a Health Plan.

At CCP, we strive every day to positively impact the health and wellness of those we serve by providing them with local access to a high standard of health care and community resources. Our health plans cover a wide range of medical and behavioral health services, and offer an excellent choice of physicians and providers, as well as other benefits that help members get and stay healthy.

2020 CCP MEMBERSHIP DISTRIBUTION



CCP provides a wide range of health-related professional and advisory services, including:

- Claims Management/Payment
- Clinical Data Analytics
- Contract Management
- Credentialing
- Customer Service and Call Center Operations
- Disease Management
- Financial Auditing and Monitoring
- Financial Management
- Fraud, Waste, and Abuse
- Grievance and Appeal
- Integrated Clinical Data Systems
- Medical Management
- Pharmacy Benefit Management
- Provider Network Development
- Quality Improvement
- Regulatory Compliance and Reporting
- Risk Stratification
- Utilization Management
- Workforce Training and Development



Mission

To promote healthier communities.

Vision

Be the driving force to ensure that every community has access to high-quality, affordable health care.

CORE PRINCIPLES

QUALITY

Improve clinical excellence to exceed industry standards and customer expectations.

CUSTOMER SERVICE

Provide an excellent experience and superior services to our customers.

COMMUNITY

Develop preeminent community partnerships to meet the health and social needs of our enrollees.

PEOPLE

Create a values-driven culture that attracts, retains, and promotes the best and brightest people, who are committed to CCP's mission and vision.

FINANCE

Achieve financial results through the provision of quality health care services, new technology, and investment in the organization.

GROWTH

Promote growth to enhance and sustain excellence in service delivery and to support infrastructure improvements.

LEADERSHIP TEAM



Row 1: **Jessica Lerner**, President and Chief Executive Officer | **Dr. Miguel Venereo**, Senior Vice President and Chief Medical Officer
Ken Walters, Senior Vice President and Chief Operating Officer | **Jason Grynbaum**, Senior Vice President and Chief Financial and Strategy Officer
Justin Marshall, Vice President and General Counsel

Row 2: **Lupe Rivero**, Vice President and Chief Business Development Officer | **Susan Mansolillo**, Vice President and Chief Human Resources Officer
Leon Mink, Vice President and Chief Information Officer | **Nicole Griffin**, Compliance Officer | **Tracy Harswick**, VP, Enterprise Project Management Operations

Row 3: **Alvaro Reis**, Senior Director, Information Technology | **Crystal Sanders**, Senior Director, Operations | **Gloria Carbonell**, Director, Business Analytics and Business Insights | **Ingrid Cepero**, Assistant General Counsel

Row 4: **Alex Fabano**, Director, Account Services | **Terry Garzon**, Director, Information Technology | **Karen George-Alexander**, Director, Finance
Maria Jam-Crease, Director, Medical Management | **Dr. Edward Markovich**, Medical Director

Row 5: **Marvin Martin**, Director, Customer Experience | **Dr. Joselyn Mateo**, Medical Director | **Holly Moreau**, Director, Pharmacy Services
Claudia Navarro, Director, Concierge Care Coordination | **Ivette Pagan**, Director, Human Resources

Row 6: **Amy Pont**, Director, Community Programs | **Susan Ragazzo**, Director, Quality and Risk Management
Suzanne Tamargo, Director, Communications and Marketing | **William Wright**, Director, Health IT

Not Pictured: **Ivelisse Torres**, Director, Claims

NAVIGATING COVID-19

Community Care Plan has emergency preparedness plans and conducts practice drills, but no one knew that those plans would be tested in 2020. The COVID-19 pandemic changed everything, requiring us to transition to an entirely remote workplace with little warning.

Throughout these challenges, we remained committed to serving our members, providers, clients, and the community. In a matter of days, we shifted security platforms and transitioned to a remote enterprise – without any disruption to our operations or services. In fact, we thrived and continued to operate remotely for the remainder of the year while successfully meeting our operational metrics and maintaining a strong, positive culture.

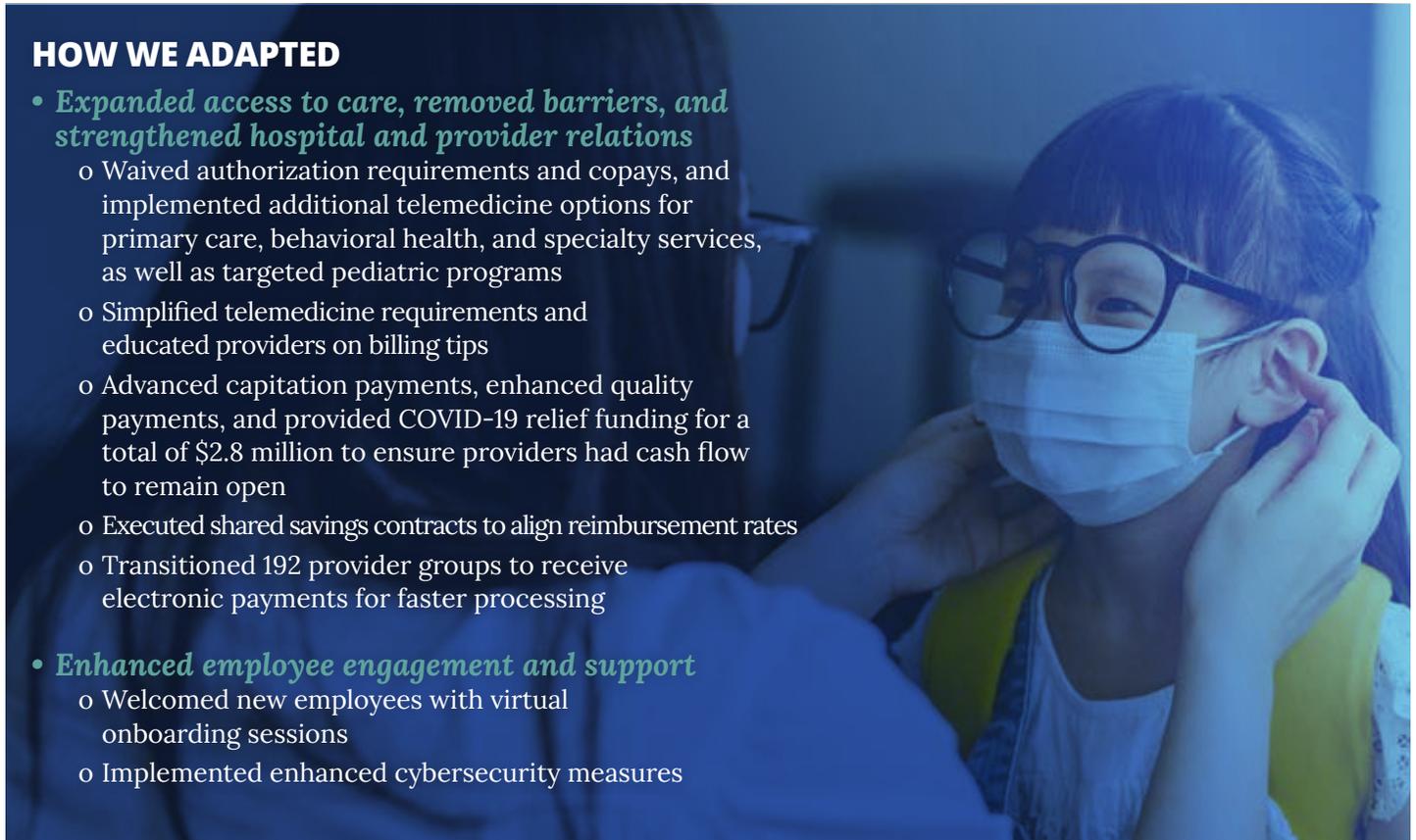
HOW WE ADAPTED

- **Expanded access to care, removed barriers, and strengthened hospital and provider relations**

- o Waived authorization requirements and copays, and implemented additional telemedicine options for primary care, behavioral health, and specialty services, as well as targeted pediatric programs
- o Simplified telemedicine requirements and educated providers on billing tips
- o Advanced capitation payments, enhanced quality payments, and provided COVID-19 relief funding for a total of \$2.8 million to ensure providers had cash flow to remain open
- o Executed shared savings contracts to align reimbursement rates
- o Transitioned 192 provider groups to receive electronic payments for faster processing

- **Enhanced employee engagement and support**

- o Welcomed new employees with virtual onboarding sessions
- o Implemented enhanced cybersecurity measures



Instrumental to our success was our IT team, who ensured a smooth transition to Work From Home.

INTEGRATED SOLUTIONS: A Holistic Approach to Health Care

The COVID-19 pandemic has shone the spotlight on the importance of behavioral health, including substance misuse. Isolation, job loss, and other factors related to the coronavirus have taken a toll on the community. In mid-2020, we realized the need to bring our behavioral health services in-house to better serve our members in their time of need.

IN LESS THAN SIX MONTHS, COMMUNITY CARE PLAN:

- *Developed a full-spectrum, behavioral health provider network in eight counties*
- *Contracted and credentialed over 300 behavioral health providers*
- *Enhanced member assessment and engaged them in well care practices*
- *Leveraged existing community relationships to improve crisis intervention and other behavioral health practices*



Stories From the Heart - Nina

Part of our culture is to remind staff of why we do what we do. That's why we start meetings with stories of how we impact members like Nina.

Sixteen-year-old Nina was admitted to Statewide Inpatient Psychiatric Program (SIPP) services after being found in a child trafficking raid. Diagnosed with multiple behavioral disorders, including depression and borderline personality disorder, the CCP team used our collaborative, multidisciplinary approach to assist Nina and ensure a successful return into the community.

Part of that team was Jasmine Flynn and Orlene Campbell, who followed Nina's care and worked together to provide effective care coordination and emotional support. After she was discharged from the program, a post-discharge plan was also put in place



JASMINE FLYNN
Population Health Care
Management RN



ORLENE CAMPBELL
Social Worker

with individual therapy, family therapy, medication management, and life coaching.

The result: Nina complied and engaged with her care, successfully transitioning back into the community. "I am so grateful for all the support. If it wasn't for the support, I most likely wouldn't be here or be the person I am," Nina says.

ENSURING QUALITY

Quality health care makes all the difference for our members and providers. At Community Care Plan, we always strive to exceed expectations in everything we do for the community.



The only plan to achieve a 5-Star rating in pregnancy care for four consecutive years (Medicaid)

CONSISTENTLY RECOGNIZED AS A TOP PERFORMING MEDICAID PLAN IN FLORIDA WITH

24 OUT OF **27**

QUALITY PERFORMANCE STARS

TOP QUARTILE IN

13

HYBRID HEDIS MEASURES

Enhanced the tracking and monitoring of member enrollment, engagement, and effect of Care Management interventions

DELIVERING CUSTOMER SERVICE

Members and providers can always count on Community Care Plan to deliver an unmatched customer experience. Our concierge-level service ensures you have the support you need for better health care.

15,000

NEW FLORIDA HEALTHY KIDS MEMBERS SERVED IN EIGHT SOUTH FLORIDA COUNTIES

97.3%

OF MEMBERS FELT THEY WERE TREATED WITH RESPECT BY CCP (MEMBER SATISFACTION SURVEY)

255,000 +

MEMBER AND PROVIDER CALLS RECEIVED

8

SECONDS AVERAGE SPEED OF ANSWER

1.1%

CALL ABANDONMENT RATE

90.62%

SERVICE LEVEL (ALL LOBS)

“Bad companies are destroyed by crisis, Good companies survive them, Great companies are improved by them.” – Andrew Grove

95th

PERCENTILE FOR **OVERALL RATING OF HEALTH CARE, PERSONAL DOCTOR, AND SPECIALIST** (MEMBER SATISFACTION SURVEY)

94.3%

OVERALL **PROVIDER SATISFACTION WITH CCP'S CLAIMS PROCESSING**

1.1 million

CLAIMS PROCESSED, WITH TURNAROUND TIME OF 10.5 DAYS

SUPPORTING OUR COMMUNITY

While COVID-19 created new challenges and separated us physically, it also unexpectedly brought us opportunities to deepen our connection to the community. We work hand in hand with our partners to promote healthier communities.

- **Coordinated Vaccinate Broward**, the 2nd annual countywide initiative with our owners, Broward Health and Memorial Healthcare System, to vaccinate school-aged children
- **Maintained secure housing for a mother of three and her family** by covering past due rent related to COVID-19 job loss, through Healthy Families Broward
- **Prevented homelessness for an expecting mom and her family** by covering a temporary hotel stay, through Healthy Families Broward
- **Renovated two apartments for mothers and their families** at The Village South, a residential and outpatient substance-use behavioral health program
- **Provided \$150,000+** to support various community organizations
- **Donated 100 bikes and hundreds of toys** to Toys for Tots in collaboration with Channel 10
- **Provided 60 underprivileged kids in Miami-Dade** with winter sweatshirts in partnership with Communities in Schools of Miami



Stories From the Heart - Asia

Sixteen-year-old Asia was 14 weeks pregnant with twins when she enrolled in our “Birth, Baby, and Beyond” maternity program. The teen had a history of anxiety and depression, and she lacked knowledge about parenting and available community resources.

The CCP team went to work with our coordinated care approach that included Yaimara Benitez and Sharna-Kay Bowen. Together, this team helped connect Asia with resources for baby supplies, as well as educated her on maternity care and Florida Healthy Kids benefits.



YAIMARA BENITEZ
Supervisor, Concierge
Care Coordination



SHARNA-KAY BOWEN
Social Worker

The result: Asia kept her care visits, received behavioral health therapy, and learned about community resources available to her, such as food pantries. Asia and her children are on the path toward a better future.

BUILDING A SUCCESSFUL TEAM

Our employees share a common vision: improving the health of our community. Investing in our team is essential in achieving this goal.

Second consecutive year of achieving the designation as a **Great Place to Work-Certified™ Company**

99%

OF EMPLOYEES FEEL GOOD ABOUT THE WAYS WE CONTRIBUTE TO THE COMMUNITY

95%

OF EMPLOYEES FEEL THEY MAKE A DIFFERENCE

19

DEPARTMENT-SPECIFIC EDUCATIONAL PROGRAMS DEVELOPED TO SUPPORT PROFESSIONAL GROWTH

10%

INCREASE IN TOTAL STAFF

FINANCIAL HIGHLIGHTS

Despite the unprecedented challenges faced in 2020, Community Care Plan thrived throughout the year. This is all thanks to our members, providers, community partners, and new initiatives.

UNAUDITED FINANCIAL PERFORMANCE	2020	2019	YEAR OVER YEAR
Membership	106,439	97,585	8.3%
Total Revenue (\$M)	\$174.84	\$143.45	18.0%

- Allocated **\$2.4 million** in refunded premiums as a result of effective care management
- Achieved fraud, waste, and abuse recoveries of approximately **\$500,000**
- Realized a savings of **\$218,750** by implementing prior authorization requirements for physician-administered medications

PRIMED FOR GROWTH

Our job is never done at Community Care Plan. We're always looking for ways to improve our services. A healthier future awaits.

MEMBERS AND PROVIDERS

- Successfully serviced a 30% increase in Medicaid members
- Added 600+ providers in Palm Beach County to cover client's expanding geographic reach
- Expanded our provider network into new regions and added new partnerships, including hospitals, ambulatory surgery centers, and diagnostic facilities
- Executed contract with Jackson Health System to administer their uninsured program

CLIENTS

- Expanded services for uninsured program to include provider services, network management, and credentialing
- Coordinated new operational processes with safety-net hospital to manage third-party administrator services



WHAT'S NEXT

2020 has demonstrated the importance of expanding access to health care, communication, and education for the health and wellness of our community. As we often say, community isn't just part of our name, it truly represents what we are about.

As the COVID-19 pandemic subsides, CCP intends to establish a community resource center both online and in an area that could truly benefit from it. The center will provide a wide range of health and wellness services, from cooking classes to support groups to help with chronic conditions.

OUR 2021 GOALS ARE TO:

- Diversify and expand our client base, including leveraging our experience and success in Medicaid, Children's Health Insurance Program (CHIP), and uninsured programs for client expansion and new business opportunities;
- Focus on our efficiencies and invest internally to ensure scalability for future growth; and
- Remain steadfast on maintaining our quality performance scores.

We love seeing our communities grow, and we can't wait to grow with you.

COMMUNITY CARE PLAN COVERAGE AREA



Medicaid/MMA; Florida Healthy Kids; and Commercial, Self-Insured Employee Health Plans



Florida Healthy Kids

